



## RISK, AUDIT AND PERFORMANCE COMMITTEE

<b>Date of Meeting</b>	2 April 2024
<b>Report Title</b>	Strategic Risk Register
<b>Report Number</b>	HSCP24.015
<b>Lead Officer</b>	Martin Allan
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<b>Consultation Checklist Completed</b>	Yes
<b>Directions Required</b>	No
<b>Exempt</b>	No
<b>Appendices</b>	a. Risk Appetite Statement b. Strategic Risk Register
<b>Terms of Reference</b>	10. Ensure the existence of, and compliance, with an appropriate risk management strategy including: reviewing risk management arrangements; receiving biannual Strategic Risk Management updates and undertaking in-depth review of a set of risks and annually review the IJB’s risk appetite document with recommendations being brought to the IJB

### 1. Purpose of the Report

- 1.1. To present to the Risk, Audit and Performance Committee (RAPC) its Risk Appetite Statement and an updated version of the Strategic Risk Register (SRR).



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### **2. Recommendations**

**2.1.** It is recommended that the Risk, Audit and Performance Committee:

- a) Note the Integrated Joint Board (IJB) revised Risk Appetite Statement at Appendix A;
- b) Agree that the Committee reviews the Statement at its meeting in September 2024; and
- c) Approve the IJB revised Strategic Risk Register at Appendix B;

### **3. Strategic Plan Context**

**3.1.** Risk management is referenced in the Strategic Plan, specifically in relation to the management of risk to enablers to the Plan eg workforce, technology, finances, as well as in the Strategic Aims of the Plan.

### **4. Summary of Key Information**

#### **Revised Risk Appetite Statement**

**4.1.** The IJB's Risk Appetite Statement is intended to be helpful to the Board in decision-making and to enable members to consider the risks to organisational goals of not taking decisions as well as of taking them. The ACHSCP's appetite for risk will change over time, reflecting a longer-term aspiration to develop innovation in local service provision. The IJB regularly debates its appetite for risks and opportunities in the pursuit of its objectives and will ensure that the statement on risk appetite reflects these discussions.

**4.2.** The IJB Members, at a workshop on 16 January, 2024, considered the Board's Risk Appetite Statement and agreed that the Committee review the Statement at the mid-point of financial year 2024/25 to sense check the Board's appetite to risk at that point. The Risk Appetite Statement is attached as Appendix A to this report.



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### Updates on Strategic Risk Register

- 4.3. The fundamental purpose of the SRR is to provide the IJB with assurance that it is able to deliver the organisation's strategic objectives and goals. This involves setting out those issues or risks which may threaten delivery of objectives and assure the IJB that they are being managed effectively and that opportunity to achieve goals can be taken: it is the lens through which the IJB examines the assurances it requires to discharge its duties. The IJB uses this document to monitor its progress, demonstrate its attention to key accountability issues, ensure that it debates the right issue, and that it takes remedial actions to reduce risk to integration. Importantly, it identifies the assurances and assurance routes against each risk and the associated mitigating actions
- 4.4. The Senior Leadership Team (SLT) reviews the SRR in light of their experiences and insight into key issues, including commissioning risk, and recommends the updated version to the RAPC for formal review (twice a year) and an annual review by the IJB. The IJB also hold an annual risk workshop whereat the Board review the Risk Appetite Statement and the Strategic Risks.
- 4.5. At its last meeting in November, 2023, the Committee noted the outcomes of the deeper dive undertaken in October 2023 on the 2 very high risks on the SRR, these are Risk 1 (Commissioning) and Risk 7 (Workforce). As a result the Committee agreed to lower the risk ratings for these 2 risks from Very High to High.
- 4.6. At the IJB Workshop in January 2024, the members present discussed the seven strategic risks. During the discussion the members requested that reference be made to the public consultation undertaken on the Primary Care Vision work as this was not currently reflected in the strategic risks. The Register has been amended with additions to risks 1 and 6. The members also noted that an internal audit on hosted services was planned in 2024/25 and that the outcomes of the audit would allow the risk on hosted services (Risk 3) to be updated.
- 4.7. The Business and Resilience Manager has met with all Risk Owners to review the risks and to take into account the discussions held at the IJB Workshop in January 2024.
- 4.8. The updated version of the SRR forms Appendix B to this report.



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- 4.9.** As mentioned, the SRR is also considered by SLT on a quarterly basis. Through this process, no new risks have been recommended to be added to the SRR and no risks have been recommended for de-escalation.

### **5. Implications for Committee**

**5.1. Equalities, Fairer Scotland and Health Inequality**

There are no direct equalities, Fairer Scotland and Health Inequalities implications arising from this report.

**5.2. Financial**

There are no direct financial implications arising from this report.

**5.3. Workforce**

The deeper dive on 13 of October, 2023 discussed the Workforce Risk (Risk 7) in detail. The updated version of the Risk is outlined in Appendix B to this report.

**5.4. Legal**

There are no direct legal implications arising from this report.

**5.5. Unpaid Carers**

There are no direct implications relating to Unpaid Carers arising from this report.

**5.6. Information Governance**

There are no direct information governance implications arising from this report.

**5.7. Environmental Impacts**

There are no direct environmental implications arising from this report.

**5.8. Sustainability**

There are no direct sustainability implications arising from this report.

**5.9. Other**

There are no other implications arising from this report.



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### **6. Management of Risk**

The IJB's Board Assurance and Escalation Framework outlines the governance processes for the consideration and escalation of risks through the Partnership. The SRR is part of the governance arrangements.

#### **6.1. Identified risks(s)**

All known strategic risks.

#### **6.2. Link to risks on strategic or operational risk register:**

The report has the full SRR appended.